

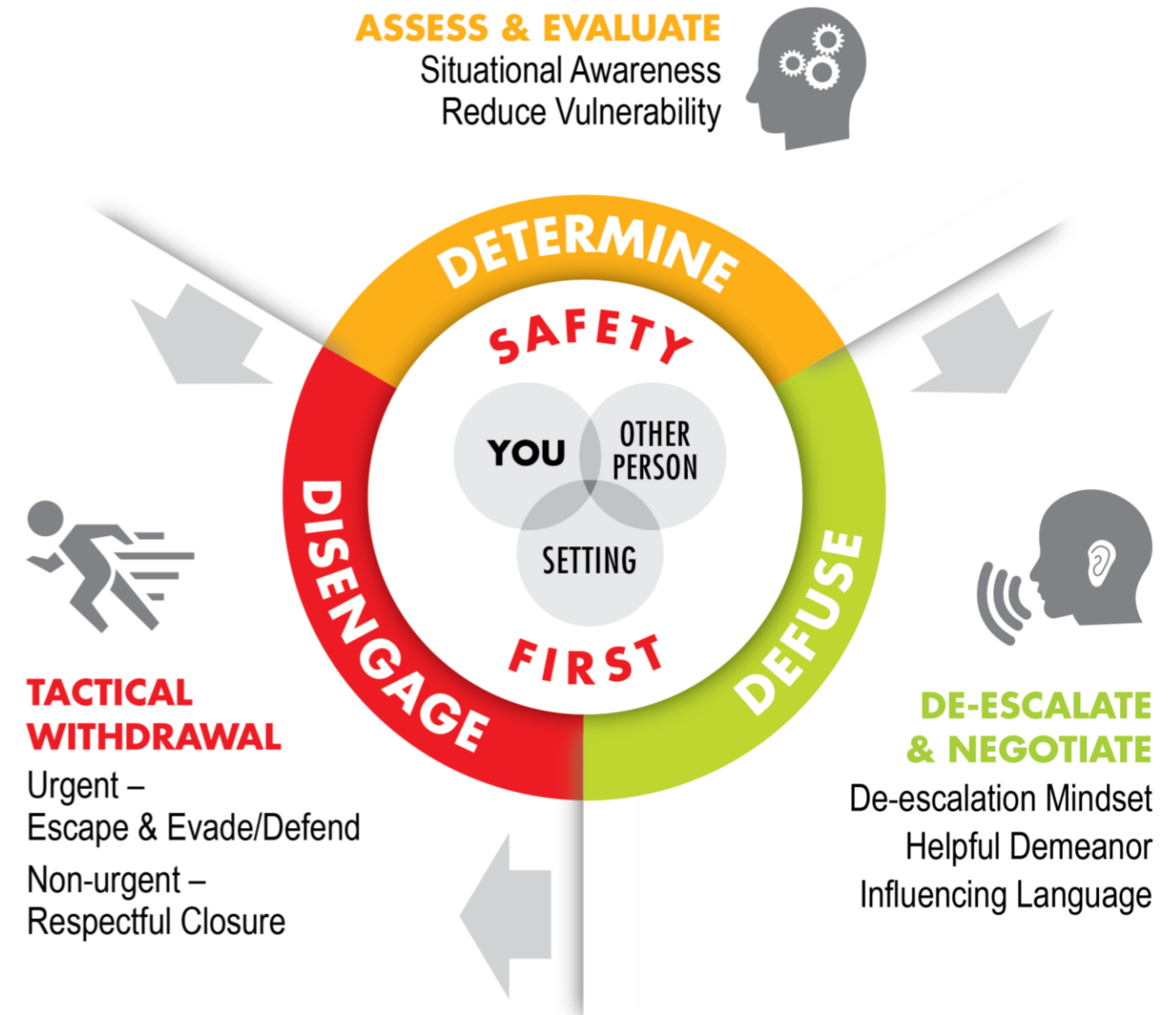
CARM Approach – 3D's Model – Debriefing Instrument

FACTORS	CRITICAL REVIEW (SELF APPRAISAL) OF YOUR THINKING, APPROACH & BEHAVIOUR									1-9
Indicator Scale	1	2	3	4	5	6	7	8	9	Total
YOU	I was aware of my thoughts, feelings and behaviour throughout the interaction and applied constructive coping skills to stay calm, think and act rationally and maintain an outcome focus. I operated within my known capabilities.				I became negatively affected by the situation and/or other persons behaviour. Somewhere I seemed to lose awareness of the impact it was having. I feel in hindsight that my responses probably reflected this.					
Other Person	I recognise that people's skills and capabilities, ideas and beliefs vary when under pressure or when facing situations that aren't their ideal. I could sense that this was likely affecting their behaviour and attitude towards me, and I kept that in mind.				The other person demonstrated to me that they had a bad attitude and I wasn't inclined to assist them in any way as a result. I didn't offer any help, nor should I. I don't think it's appropriate to 'reward' behaviour in that way.					
Setting	I was aware of the setting and its impact on the situation. I adjusted my approach accordingly, including doing and saying things to help make the setting both emotionally and physically safe for all.				I may or may not have been aware of the impact of the setting. I didn't make any adjustments or allowances for this. I don't think I should have to. If the setting creates pressure or embarrassment, I'll make sure the other person feels it, not me.					
Safety First	I was conscious and aware of relevant safety factors throughout the interaction, including the 8 common errors, and adjusted accordingly. I prioritised the safety of myself and others.				I was very focused on getting the job done, and I may have unconsciously committed one or more of the 8 common errors – such as adopting a bad position, making false assumptions or perhaps complacency amongst others.					
DETERMINE – Assess & Evaluate										
Situational Awareness	I was closely monitoring the setting and the other person's behaviour at particular times for signs of increased risk. I remained conscious of how the other person was reacting to the situation and adapted and adjusted my approach accordingly.				I viewed their behaviour more as a distraction, rather than an indicator of risk. I was focused on just doing my job and pursuing my work objectives routinely. I don't like to empower the other person by reacting to their antics.					
Reduce Vulnerability	I ensured a suitable number of protective layers were in place, beginning with exploring any known history and then applying safe positioning, appropriate communication protocols, resourcing, teamwork, support and backup as applicable. I adapted my responses as the situation progressed.				My approach was routine, and more a reflection of how I felt about the other persons behaviour as opposed to protective layers that might reduce my vulnerability. I wasn't going to change my position, rather I held my ground. I wasn't going to lose face and back down – there's too much at stake when people do that when they're just doing their job.					
DEFUSE – De-escalate & Negotiate										
De-Escalation Mindset	It was stressful and did impact me. I was able to regulate and control my emotions and behaviour, stay calm, objective and rational. I could focus on the needs of everyone concerned.				Even though I deal with bad behaviour at times, I don't accept it. I try to close off – to ignore it, but I can't change the way I think or feel about people who behave poorly. It's wrong...and no-one should have to put up with it.					
Helpful Demeanour	I was aware of the importance of being helpful; I consciously exercised tolerance and respect. Amongst other things, I was open, approachable and empathic....and allocated time to this process.				I don't put up with bad behaviour or poor attitude. I responded to them directly. I'm not about helping someone who has been rude or difficult. They need to take responsibility for that.					
Influencing Language	I was aware of the effect my communication could have. In explaining anything from my professional perspective, I was conscious to say things in a way that was more appealing for them – in a way that they might better relate to it.				I told them what needed to be said. I call it how I see it in these situations. I don't fluff around with words. They have to understand I'm doing a job, and if something has to happen, then that's just the way it is...full-stop.					
Outcome Focus	I worked hard to get an amenable outcome that was as reasonable and fair as constraints might allow, and that others could accept in this way.				They got the outcome they deserved. Their behaviour dictated the terms, maybe they'll think twice next time. Their concern, not mine.					
DISENGAGE – Tactically Withdraw										
Urgent – Escape & Evade/Defend	As soon as I appraised that the situation had become unsafe, I disengaged quickly (OR if attacked without warning, I defended and escaped). I repositioned in a safe location as I re-appraised and actioned appropriate further steps.				The situation escalated. In hindsight, safety had probably been quite compromised. At the time I was committed to doing my job, and didn't want to look weak, so I continued on.					
Non-Urgent – Respectful Closure	Things were deteriorating, and I believed it was counterproductive to continue, so I used some breakaway techniques to enable a respectful exit.				Perhaps in hindsight I remained too long. The situation worsened OR we kept going around in circles. It was quite counter-productive.					

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Managing Aggressive Behaviours

CARM Approach - 3D's Model





> THE CARM® APPROACH

A symbol of:

- FAIR MINDED thinking
 - RESPECTFUL communication, and
 - TOLERANCE towards others
- ... in times of PRESSURE, STRESS & ADVERSITY



> FACTORS AFFECTING RISK & BEHAVIOUR

At the centre of the approach are the three contributing elements/factors:

- **YOU:** Your disposition i.e., the manner in which you, as the employee /officer /staff member, think and act.
- **THE OTHER PERSON:** The other person/s disposition with whom you are engaged, and
- **THE SETTING:** The contextual setting, including the reason for each party coming together.

These factors interact dynamically, influencing and motivating both behaviour and risk. The effect of one factor on another is instrumental in terms of how each situation will unfold and progress, and will have a bearing on the outcomes that may be safely possible to pursue at that given moment in time.

ASSESS & EVALUATE
Situational Awareness
Reduce Vulnerability



> DETERMINE

ASSESS & EVALUATE: Skills in appraising the risk of aggression within a given situation become the cornerstone of working safely in escalating environments.

- **SITUATIONAL AWARENESS:** Key 'behaviour' and 'setting' risk indicators, combined with an appropriate level of attentional focus, help ensure that responses can be rapidly adjusted and be suitably matched to emerging and escalating risks.
- **REDUCE VULNERABILITY:** Increased vulnerability creates increased opportunity for harm to be inflicted by motivated others. Processes and techniques need to be applied to each situation in order to reduce levels of vulnerability. You do this through increasing 'layers of protection' eg: safe positioning; communication systems & protocols; teamwork – support and backup etc



> DEFUSE

DE-ESCALATE & NEGOTIATE: When pressure and stress increase within a situation, outcomes can become compromised in the absence of effective de-escalation and negotiation: -

De-escalation employs skills and processes aimed specifically at reducing pressure, reducing the impact and effect of an otherwise escalating situation, and helping to restore a sense of calm by creating opportunity for more productive dialogue.

Negotiation is focused on collaboration. Communication aims to produce a settlement or agreement, or to increase the level of acceptance within a compromise, including situations that may have inflexible limitations or constraints.



DE-ESCALATE & NEGOTIATE
De-escalation Mindset
Helpful Demeanor
Influencing Language



DE-ESCALATE & NEGOTIATE
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- **DE-ESCALATION MINDSET:** Mindset is part of self-regulation. Reacting instinctively is likely to create more pressure, and result in behaviours that are more combative or provocative, reducing opportunities to progress dialogue safely or more successfully. Whilst acknowledging the difficulty that poor behaviour creates, self-regulation and coping skills are needed in order to remain willing and able to communicate effectively and with positive influence.

- **HELPFUL Demeanor:** How you as a person appear towards others, is a reflection of your disposition, attitude and values. Your efforts and ability to develop rapport and to demonstrate empathy are key subsets of a helpful demeanor.
 - **RAPPORT** – Conscious effort to 'positively connect' with the other person in some way i.e. person to person. Not accentuating differences or barriers or creating more pressure. Includes doing and saying things that have a high symbolic social or interpersonal value (eg: friendly, open & approachable)
 - **EMPATHY** - Enabling others to be aware of and experience your efforts to try to understand things from their perspective. Focused on seeking to understand others first, before being understood ourselves. Acknowledging and validating their situation, thoughts, beliefs, concerns, emotions, experiences, wants and needs - irrespective of differences to yours.

Rapport and Empathy become fundamental to creating the building blocks and setting to enable influencing language to have greater positive effect.

- **INFLUENCING LANGUAGE:** Putting forward your professional needs in ways that are more 'appealing' and 'compelling' to the other person. Stimulates greater motivation from the other person to listen, be respectful and be more collaborative... perhaps to consider adapting, modifying or changing something about their earlier approach e.g.: adjusting an expectation; being more flexible with a solution; being more receptive to differing perspectives; being more amenable to a different idea; being more reasonable in their behaviour towards you or others etc.

Defusing skills aim to reduce risk and improve potential for productive outcomes. For situations with higher risk exposure and the greatest potential risk of harm, defusing skills aim to reduce or remove interpersonal triggers that might otherwise motivate someone to pursue harm against you personally.

> DISENGAGE

TACTICAL WITHDRAWAL: Disengage involves your exit strategy for interactions with others that pose unnecessary risk towards you i.e.: you may be at risk of physical harm associated with violent acts etc. It also applies to situations that may be deemed counterproductive to continue: -

- **URGENT – ESCAPE & EVADE/DEFEND:** Your immediate response actions that enable you to physically remove yourself from the threat and withdraw to a position of safety.
- **NON-URGENT - RESPECTFUL CLOSURE:** 'Breakaway techniques' enabling you to respectfully facilitate your exit from situations you believe are counterproductive to continue, and/or likely to continue to escalate or worsen.



TACTICAL WITHDRAWAL
Urgent –
Escape & Evade/Defend
Non-urgent –
Respectful Closure